



Appendix 3510-T8

Emergency Management Drills and Exercises

Introduction

Drills and exercises are periodically conducted at Jefferson Lab to provide training to staff, to verify the adequacy of emergency policies, procedures, and equipment, and to familiarize external emergency organizations (such as the Newport News Fire Department) with Jefferson Lab. Exercises are conducted by the Emergency Management Committee. Drills are conducted by division line management. The primary purpose of exercises is to evaluate procedures and staff performance. The primary purposes of drills are to train staff and to evaluate equipment performance and requirements.

Both exercises and drills are intended to prepare staff to effectively respond to real emergencies. In addition, lessons learned and corrective action stemming from exercises and drills enhance the Lab's emergency prevention and response capabilities.



Planning an Exercise

Emergency Management Committee

- ❖ Develops an annual plan for emergency management exercises. This plan is submitted to the Director's Safety Council and the Facility Manager for approval.
- ❖ The plan includes:
 - Type and number of exercises
 - A rough scenario for each exercise
 - Designation of an Exercise Coordinator
 - A schedule for conducting the exercises
- ❖ Maintains example exercise scenarios, announcements, letters sent to all staff, monitor assignment sheets, and final exercise reports which can be used as models for future exercise planning.

Exercise Coordinator

- ❖ Assembles an Exercise Planning Group for each exercise that is usually composed of Emergency Management Committee members and other staff.

Preparation

Exercise Planning Group

- ❖ **Responsible for the following activities:**
 - Developing a detailed scenario for an exercise.
 - Notifying all staff as appropriate.
 - Liaison with Newport News Emergency Services when appropriate.
 - Training and equipping exercise monitors.
 - Notifying the ADIC of training requirements for emergency staff.
 - Scheduling the exercise (with approval of Facility Manager).

Exercise monitors

- ❖ Familiarize themselves with emergency procedures for the building or areas to which assigned, the exercise scenario, and the specific assignments made by the Exercise Coordinator.
- ❖ The Exercise Coordinator will normally require a meeting with monitors about 24 hours prior to the exercise to review assignments and to pass out monitor identification. For some scenarios, it will be necessary for monitors to synchronize watches.

Conduct of the Exercise

Exercise Coordinator

- ❖ Coordinates with city emergency services within 24 hours of any exercise they are involved in to confirm arrangements and brief them on last-minute items.
- ❖ During the exercise, resolves extraneous issues and keeps exercise moving toward completion.

Monitors

- ❖ During the exercise, ensure no actual emergencies occur which would preclude exercise completion.
- ❖ Record times and key events on paper or on tape. The Exercise Coordinator will use this information to recreate the sequence of events and facilitate the lessons-learned process. The sequence is normally included in the official exercise report.
- ❖ Submit written reports within one week to the Exercise Coordinator.

After the Exercise

Exercise Coordinator and the Exercise Planning Group

- ❖ Meet with monitors and emergency staff immediately after the exercise for critique.

Exercise Coordinator

- ❖ Drafts a final report of the exercise which will describe the scenario, significant problems encountered, and identified corrective actions. The draft report will be sent to the Emergency Management Committee, Director's Safety Council, and the ADIC for comments.
- ❖ Finalizes the report when all issues from the review process have been resolved. The final report will be promulgated as a Jefferson Lab Technical Note and will be available on the Lab's homepage.

Emergency Management Committee

- ❖ Reviews the status of corrective actions stemming from drills, exercises, and real emergencies at about three-month intervals until all corrective actions are closed.

Real Emergencies

The same procedures and techniques used to analyze and report on exercises will be used for real emergencies when appropriate.



Deficiencies and Improvements

Reports of exercises, drills, inspections, and real emergencies will include notable observations, e.g., findings, deficiencies, recommendations, suggestions, etc. The Emergency Manager will analyze and classify each observation according to the following criteria:

- ❖ An observation is classified as a deficiency if it cites a failure to meet a rule, regulation, or standard in such a way that safety is significantly reduced.
- ❖ An observation is classified as an improvement if it suggests a means to improve an already adequate situation.

The most significant deficiencies require an approved correction action plan that outlines the path to resolution in sufficient detail and assigns responsibility and target dates for major steps. Deficiencies must receive immediate attention and sufficient resources for timely correction, by line management. Improvements are often costly and must compete for available funds with other projects. This means completion may be delayed, deferred, or denied. Historically, exercises at the Lab have produced more improvements than deficiencies and have yielded significant changes. For example, the addition of sprinkler systems in buildings 28 and 58 can be attributed in part to the results of exercises in those two buildings.

The Emergency Manager tracks the correction of deficiencies and the status of improvements.